

Outcome Evaluation and Growth Mindset

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What Makes Excellence



Therapy

- Dirty little secret from outcome studies
 - There is more difference between the best and the worst therapists WITHIN any treatment group, than there is BETWEEN the treatment groups
 - Some therapists are better than others
 - This is true even in drug studies and even in the placebo arm
 - Hiatt & Hargreave (1995) asked therapists to estimate their effectiveness in a treatment study
 - The LEAST effective therapists rated themselves as the most helpful

Who are they ?



How do we learn from them ?

- What do they DO
 - Learning specific techniques
 - Imitating models and approaches
 - Over 400 specific treatment approaches, 145 treatment manuals for 51 of 397 diagnostic groups
- Who ARE they
 - Searching for stable characteristics; self-aware, concern for others, sensitive to complexity, intelligent, flexible, open, creative, nice to puppies
 - ...



How does it work in other fields ?

- Practice is the key
 - Top musicians work at least 4hrs a day honing their craft
 - Top diagnosticians check back on their results
 - Top chess players read and play out chess games
 - Top athletes train based on video review
 - Top scientists constantly look to prove themselves wrong

So the best therapists should be the most experienced ?

- Clement (2008) analysed his 40 year career as a therapist
- 683 cases, falling in 84 different DSM categories
- "I had expected to find that I had gotten better and better over the years...*but my data failed to suggest any...change in my therapeutic effectiveness across the 40 years in question.*"



That's just one guy right ?

- 581 therapists
- 6481 real world clients
- Average sessions = 10
- 40% depression, 30% adjustment disorder, 11% anxiety, plus PTSD, BPAD, SCZ and other
- Tried to predict who got the best outcomes
 - Training makes no difference
 - Profession makes no difference
 - EXPERIENCE makes no difference
 - Diagnosis makes no difference

Wampold (2006)

What the ... ???

- Therapist experience makes no difference ... ?!?!
- How is it we are not getting better at what we do ?

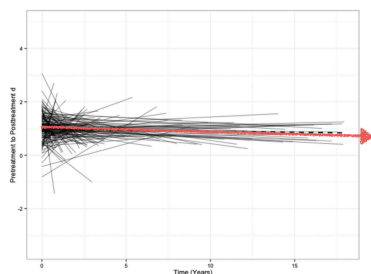
Some clues

- Most therapists rate themselves between A+ and A- in terms of effectiveness
- The least effective therapists rate themselves as the most effective
- Excellence is achieved by knowing what you do badly not what you do well

Competent Vs Excellent

- Competence can be obtained within 6 mths
- The learning curve then flattens
- More work is required for smaller gains
- The same is true for therapy
 - Most people are at their most effective 1 year after registration
 - Confidence improves throughout career
 - Competence does not





Gelling, L.B., Rasmussen, T., Miller, L.D., Wiggins, J., Nelson, T.L., Hoy, M.T., & Norquist, R.D. (2005). On specific therapeutic response with time and *OpenMind*: A longitudinal analysis of real world outcome data. *Journal of Consulting and Psychology*, 13, 1-11.

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Outcomes for Trainees

- Psychology Interns, $n = 28$
- Clients, $n = 110$
- Half did continuous feedback, half did not
- Looked at overall client effectiveness

	Feedback	No Feedback
Semester 1	$d = 0.7$	$d = 0.3$
Semester 2	$d = 0.97$	$d = 0.37$

Trainee Confidence

- Asked trainees to rate their level of effectiveness
- Correlated self ratings with actual client outcomes

	Feedback	No Feedback
Semester 1	$r = -0.04$	$r = 0.07$
Semester 2	$r = 0.51$	$r = -0.38$

65% more clients getting better.

Miller et al (2006)	Quasi-experimental	6,424 clients	47% improved with feedback (compared to 34% improved before. Init commenced) d increased .37-.79 (1.06 for those starting in distressed range)
Reese, Norwotthy, and Rowlands (2009)	RCT	144 clients	41.66% improved with no feedback 67.80% improved with feedback Feedback d = .49-.54
Reese, Toland, Stone & Norwotthy (2010)	RCT	298 (92 individuals, the rest couples)	51.65% improved with feedback 29.62% improved with no feedback d = .84 with feedback (compared to d = .38 with no feedback)
Asker, Duncan, and Sparks (2009)	RCT	205 couples	51.65% improved with feedback 23.41% improved with no feedback d = .5

What reduces our effectiveness in the real world ?

- Early drop out
 - As many as 30% of clients will drop early
- Ineffective therapy
 - In real world settings as many as 60% of clients do not experience clinically gains
- Harmful therapy
 - Around 5 - 10% of clients will get worse as a result of therapy (therapists ineffective at predicting who these people are)


So do supervisors do it ?



O'Donovan & Halford (2012)

Quality Assurance is not Excellence

- Recent Research shows that when measurement practices are removed outcomes deteriorate
- Gains are made through quality improvement, not through skill improvement
- So how do we build skills ?



We need a taxonomy

Deliberative Practice

- Defines outcomes
- Measures progress towards outcomes
- Benchmarks against other top performers
- Identifies areas of weakness
- Develops plans to improve
- Implements plans
- Measures outcomes
- RINSE and REPEAT

What is Mindset ?



Sex Differences in Learned Helplessness

- Girls show higher levels of learned helplessness in difficult work
- They get frustrated and give up more easily than boys

WHY ?

- Praise and criticism from teachers to girls is almost exclusively intellectual
 - Praise and criticism from teachers to boys is 45% motivational
- Dweck et al (1978)

Mindset

- Mindset is about how you attribute your success and failure
 - Fixed mindset: stable attributes
 - Growth mindset: is about the effort you put in

Wider applications

- Girls in STEM subjects
- Gifted “underachievers”
- High potential employee selection
- Psychotherapy training

Stay in touch

Psychwire



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